



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, U. S. ARMY GARRISON, FORT A.P. HILL
18436 4TH STREET
FORT A.P. HILL, VIRGINIA 22427-3114

IMPH-PI

1 January 2014

MEMORANDUM FOR All US Army Garrison Fort A. P. Hill Directorates and Staff
Offices

SUBJECT: Commander's Policy Letter #48 - Interactive Customer Evaluation (ICE)

1. References.

a. US Army Installation Management Command (IMCOM) Policy Memorandum #5-1-1, Interactive Customer Evaluation (ICE), 29 May 2012.

b. Department of Defense (DoD), Washington Headquarters Service (WHS), Interactive Customer Evaluation (ICE) System Policy, 31 July 2009.

2. Purpose. The purpose of this memorandum is to define policy covering applicability, implementation, responsibilities, and maintenance of the Fort A.P. Hill (FAPH) ICE program and to establish installation Service Providers, Directorate/Organizational Supervisors/Managers, and FAPH ICE site administrator roles and responsibilities.

3. Background. The ICE program consists of a web-based application designed to allow for immediate customer feedback to installation service providers. ICE integrates customer feedback for all service providers, allowing the installation to implement, sustain, report, and improve services from a consolidated system.

4. Applicability. This policy governs the purpose and use of the FAPH ICE program and applies to all service providers, managers, directorates, and organizations associated with providing customer service to the garrison and its community.

5. Procedures.

a. The ICE system is a web-based application for collecting and reporting customer feedback to determine customer satisfaction levels with the service provided by FAPH activities, obtain suggestions for improving the quality of service to all stakeholder groups, and identify issues affecting their well-being.

b. The ICE system enables FAPH to nurture a relationship with its customer base by allowing stakeholders the opportunity to submit comments and evaluate services they received.

c. The system allows managers to collect customer satisfaction data in a timely manner and in a standardized format, and to take immediate remedial actions, if necessary, by ensuring follow-up information has been completed including the manager's response within the ICE system. A response to the customer is required within **72 hours (3 working days)** to notify the customer that the situation is being reviewed or that a solution has been implemented.

d. Electronic ICE cards are preferred, however, hard copy ICE cards should also be made available at all service delivery points for those preferring to leave written feedback. Hard copy cards should mirror automated versions and are available through the Plans, Analysis and Integration Office (PAIO). Directorate or Organizational Supervisors/Managers will monitor and evaluate comment card information and satisfaction level ratings to determine satisfaction trends.

e. The ICE system is a component of FAPH's overall customer relations management and feedback system. The intent of ICE is to facilitate the service managers' ability to track customer feedback and improve customer service. ICE provides immediate feedback ratings on facility appearance, employee/staff attitudes, and timeliness of service, hours of service, and whether the products/services met the needs of the customer. Service providers may add additional questions at their discretion, but should keep the number of questions to a minimum, focusing on key organizational measures. Tailoring of ICE comment cards by service providers will be coordinated through the PAIO.

f. Each garrison directorate/organization in FAPH will incorporate ICE satisfaction and individual employee recognition into their existing employee recognition/awards programs to recognize outstanding customer service. Additionally, supervisors should ensure customer service standards are included in individual performance objectives and evaluations as appropriate.

6. Responsibilities.

a. Chief of PAIO will:

(1) Assist the Garrison Commander in the enforcement of the ICE policy that outlines key roles and responsibilities.

(2) As ICE Site Administrator, be responsible for management of the FAPH ICE Program to include performing key tasks required to maintain quality, integrity, and maximum usage of the ICE system.

(3) Monitor the ICE site for errors, out-dated information, and consistency of service provider data.

IMPH-PI

SUBJECT: Commander's Policy Letter #48 - Interactive Customer Evaluation (ICE)

(4) Manage existing and/or add service provider and manager accounts as needed.

(5) Manage the Service Provider Manager Training Program by training managers at all levels on the proper use of the ICE comment system. Educate Directors and Staff on how ICE can assist in identifying customer issues and best practices, as well as being able to assist in improving services and programs throughout the Garrison.

(6) Coordinate ICE service responses that require action beyond the service provider level.

(7) Provide trouble shooting assistance for user related issues. Forward unresolved technical issues to the Office of Secretary of Defense (OSD), Quality Management Office (QMO) ICE Site Administrator for resolution as required.

(8) Develop and provide reports on installation services to service providers and Garrison leadership is needed to improve the quality of service and timely response to customers.

(9) Promote the use of the ICE system.

(10) Move comments to the appropriate service provider account for comments that have been submitted to the wrong service provider account.

(11) Provide the Garrison Commander a quarterly review of all ICE comments, responses, and the status of the overall program.

b. Directorate or Organizational Supervisors will:

(1) Ensure service provider managers execute their responsibilities in support of the ICE Program.

(2) Make ICE activity an item of discussion during regular staff meetings. Discuss all ICE comments where employees are identified with the named employee as a practice of encouraging positive customer service or identifying and correcting negative customer service behaviors.

(3) Ensure ICE Site Administrator is notified of manager changes for prompt updating of ICE accounts.

(4) Ensure service managers observe the **3 business day** requirement to respond to customers and annotate the follow-up in ICE.

IMPH-PI

SUBJECT: Commander's Policy Letter #48 - Interactive Customer Evaluation (ICE)

(5) Ensure follow-up responders are not the subject of the customer's ICE comments.

(6) Use ICE reports to identify necessary changes in customer service and/or operational processes.

(7) Designate an individual in the organization as the Multiple Submission Manager to be responsible for the collection and input of hard copy comment cards into ICE as appropriate and required. Boxes will be checked and comment cards entered into the ICE system as received. Cards will be collected at least twice weekly to meet the three working day response time suspense to customers. The disinterested party may be an administrative person, or anyone who is not connected with the service provided.

(8) If applicable, ensure all service areas have an identified ICE comment box, current garrison ICE advertisement sheet with respective office/activity QR Code, and comment cards for customer use. The box and/or advertisement sheet should be prominently displayed in a highly visible location for customer access.

(9) Prepare a briefing slide for Garrison Full Command and Staff for satisfaction rates below 80% and provide key issues identified in customer comments that address low ratings as required or requested.

(10) Provide staff/employees with ICE ratings and sanitized (stripped of customer identifying information) comments that pertain to their areas. By sharing this information, employees will be aware of customer issues and strive to improve service.

c. Service Provider Managers (SPMs) will:

(1) Monitor e-mail daily to ensure customer follow-up is completed within three business days for all comment cards in which customer contact information was provided. Follow-up must be entered in the Customer Follow-Up section of the ICE system.

(2) Address areas that may not require a customer response, but may affect customer satisfaction if not resolved. The primary means of responding to customer comments is by telephone and/or email (when contact information is provided).

(3) Ensure feedback received via hard copy is entered into the ICE system accurately and in a timely manner.

(4) Promote the ICE Program as an instrument for providing better quality of service to customers. Ensure employees providing front door services are aware of the ICE program and encourage customers to provide ICE comments.

(5) Require all staff members with official work e-mail accounts to include a link to the ICE program in their e-mail signature block.

(6) Maintain an appropriate supply of hard-copy ICE comment cards and a card receptacle/box in which to deposit comment cards throughout service areas. Advise PAIO of the need for supplies of comment cards and receptacle/boxes.

(7) Ensure manager data is current (name, phone, and email address) and service provider data is current (location, hours of operation, and services provided) on the ICE Home page.

(8) Use all ICE comments as valuable information to gauge customer service and perception and to make necessary adjustments.

(9) Ensure follow-up responses to customer comments are professionally prepared in clear and direct language that address the customer's concerns as well as offers a viable solution, resolution, or closure. Additionally, the respondent to an ICE comment will not be the subject of the customer's comment.

7. Use of Data.

a. Leaders and supervisors will not base any policy, procedural, or resourcing decisions solely on ICE feedback. To the extent possible, leaders and supervisors should use ICE comments in conjunction with other customer feedback instruments, (e.g., surveys, focus groups, interviews, AFAP comments, usage data such as Rectrac, feedback from Town Hall or Community information briefings, etc.) to obtain a clearer assessment of customer views. A minimum of 25 ICE comments are needed to provide a statistically relevant assessment of a given source.

b. Per DoD ICE policy, leaders, supervisors, and SPMs will not use the ICE system and the feedback collected for any of the following purposes: gathering data that is unrelated to the products or services provided, conducting employee surveys, conducting organizational assessments, rating or ranking employees, evaluating individual employees on performance review or basing awards or other recognition upon ICE comments, determining salary and employment actions, or determining contract compliance. However, if customers provide contact information so their comments can be verified, supervisors may use these comments in conjunction with other measures, to recognize or evaluate employees. Supervisors may not use substantiated comment cards as the sole means of recognizing or evaluating employees.

8. Response Time. SPMs will provide a response (interim or final) within **3 working days** of any electronic card requesting feedback. For customers not providing contact

IMPH-PI

SUBJECT: Commander's Policy Letter #48 - Interactive Customer Evaluation (ICE)

information or who do not request a response, SPMs will close out the card within 5 working days in the "Follow up" section by entering the date and selecting one of the three remaining fields to complete, and then hit the "Update" key at the bottom. This will move the card from the "Pending Follow-up" to "Completed Follow-up". SPMs may choose to enter notes in order to document actions taken should the issue resurface.

9. Standards and Metrics.

a. Each service provider must strive to deliver the best service and support to its customers. The following metrics have been established by HQs IMCOM:

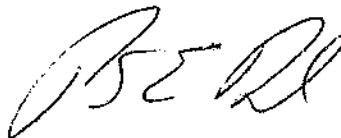
IMCOM Goal:

- (1) Green: 100% - 90%.
- (2) Amber: 89% - 80%.
- (3) Red: 79% - 0%.

b. Service provider areas in the RED range will be evaluated by the directorate or organizational managers to determine cause and provide for development of action plans to improve satisfaction levels.

10. This policy remains in effect until cancelled or superseded in writing.

11. Proponent. The FAPH, PAIO is the proponent for this policy. Point of contact is the ICE program manager at (804) 633- 8824, DSN 578-8824.



PETER E. DARGLE
LTC, AR
Commanding